

Message Text

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ACTION AF-06

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TO SECSTATE WASHDC 7667

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FOR AF/EX

E.O. 11652: N/A
TAGS: AFSP
SUBJECT: REPORT ON TDY PERFORMANCE - R. E. KRAMER

REF: STATE 240519

1. TANANARIVE PREPARED REPORT ON KRAMER IN OER FORMAT (OF-266)
FORWARDED TO AF/EX OCTOBER 3. FOLLOWING ARE SECTIONS OF
REPORT RELATING TO PERFORMANCE.

III.A. GENERAL APPRAISAL: PERFORMANCE WAS EXCELLENT.

III.B. DISCUSSION OF WORK PERFORMANCE: ALTHOUGH NEARLY
BRAND NEW TO THE FOREIGN SERVICE (WITH ONLY 5 WEEKS OF
EXPERIENCE IN THE FIELD BEFORE ARRIVING IN MADAGASCAR), MR.
KRAMER STEPPED INTO AN UNUSUALLY DEMANDING ADMINISTRATIVE
SITUATION AT THIS POST. NOT ONLY DID HE HAVE HE FULL
REGULAR RESPONSIBILITIES OF A POST ADMINISTRATIVE OFFICER,
MANY NEW TO HIM, BUT MR. KRAMER WAS CONFRONTED AT THE SAME
TIME WITH THE RESPONSIBILITY FOR PROCESSING HUNDREDS OF
PAYMENTS TO FORMER EMPLOYEES AND SUPPLIERS OF THE RECENTLY
CLOSED NASA STATION. THEN WHILE HE WAS HERE THE EMBASSY WAS
STRUCK WITH THE TRAGIC DEATH OF OUR CHARGE D'AFFAIRES IN AN
AUTO ACCIDENT.

MR. KRAMER MET AND DEALT WITH ALL OF THESE CHALLENGES IN
A FASHION I CAN ONLY CHARACTERIZE AS OUTSTANDING FOR AN OFFICER
SO NEW TO THE SERVICE. HE KEPT ALL THE EMBASSY'S NORMAL
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ADMINISTRATIVE OPERATIONS RUNNING SMOOTHLY; REPLIED PROMPTLY

TO MESSAGES; AND MET ALL REGULAR REPORTING DEADLINES - WITHOUT ANY DEFICIENCY WHATSOEVER THAT HAS COME TO MY ATTENTION. LIQUIDATING THE NASA STATION OBLIGATIONS, HE PERSONALLY MET WITH THE DELEGATES OF THE FORMER MALAGASY EMPLOYEES OVER A DOZEN TIMES; PERSONALLY WENT TO THE BANK TO EFFECT THE TRANSFER OF FUNDS; AND PERSONALLY SIGNED AND CERTIFIED HUNDREDS OF CHECKS ON THE NASA AND BENDIX CORPORATION ACCOUNT WITH A VALUE

OF HUNDREDS OF THOUSANDS OF DOLLARS. AMID ALL THIS, HE SOMEHOW HAD THE TIME TO CATCH A CLEVER ATTEMPTED FRAUD IN PAYMENT OF ONE OF THE CHECKS, WHICH IF NOT UNCOVERED IN TIME, WOULD HAVE COST THE US OVER \$40,000.

FOLLOWING THE TRAGIC DEATH OF OUR CHARGE IN KENYA, MR. KRAMER WAS OF GREAT ASSISTANCE TO ME IN ARRANGING FOR THE IMMEDIATE DEPARTURE OF THE FAMILY FOR KENYA, HELPING WITH THE MEMORIAL SERVICE HELD HERE, AND TAKING CHARGE OF THE ORGANIZATION AND SHIPPING THE FAMILY'S MANY PERSONAL EFFECTS. DURING THIS SAME TIME HE RECEIVED NOTICE OF A POTENTIAL SECURITY THREAT TO PERSONNEL OF THIS EMBASSY, WHICH HE PROMPTLY AND THOROUGHLY REPORTED, RESULTING IN AN EARLY VISIT BY THE REGIONAL SECURITY OFFICER.

IN SUM, THE EVENTS AND ADMINISTRATIVE DEMANDS DURING MR. KRAMER'S STAY IN MADAGASCAR HAVE BEEN TRULY EXCEPTIONAL, AND HIS PERFORMANCE HAS BEEN EQUALLY EXCEPTIONAL.

III.C. SKILLS.

1. MR. KRAMER WRITES AND SPEAKS WELL. HE IS PARTICULARLY EFFECTIVE IN ORAL COMMUNICATION, WITH A WINNING OPEN AND STRAIGHTFORWARD MANNER.

2. MR. KRAMER'S RELATIONS WITH ALL AMERICAN AND LOCAL EMPLOYEES AT POST HAVE BEEN EXCELLENT. I HAVE RECEIVED COMMENTS TO THIS EFFECT FROM OTHER MEMBERS OF THE STAFF. DESPITE HIS SHORT TIME HERE, MR. KRAMER HAS MADE A LARGE NUMBER OF GENUINE FRIENDS IN MADAGASCAR. HIS FAIRNESS IN ALL PERSONAL AND OFFICIAL RELATIONS IS EXEMPLARY.

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3. MR. KRAMER HAS BEEN COPING WITH SO MANY GENUINE EMERGENCY SITUATIONS HERE HE HAS NOT HAD A FAIR CHANCE TO DISPLAY HIS FULL MANAGERIAL ABILITIES. I AM CONVINCED HE HAS SUCH ABILITY WELL ABOVE AVERAGE, HOWEVER. FOR EXAMPLE, HE SHOWED FINE INITIATIVE IN IMPLEMENTING A NEW SYSTEM FOR AFTER HOURS COVERAGE OF TELEPHONE CALLS BY THE MARINE SECURITY GUARDS - A VALUABLE INNOVATION IN MY OPINION, AND ONE MR. KRAMER PUSHED THROUGH ON HIS OWN.

4. NOT APPLICABLE.

5. SEE SECTIONS III B, C, 1, 2 AND 3 ABOVE.

III.D. MR. KRAMER AND I REVIEWED HIS AND THE EMBASSY'S WORK DAILY DURING HIS STAY HERE. MOST OF MY COMMENT IN THESE DISCUSSIONS CENTERED ON PRAISE OF MR. KRAMER'S FINE INITIATIVE, AND HANDLING OF HIS RESPONSIBILITIES. MR. KRAMER INVARIABLY WELCOMED SUGGESTIONS. IF HE HAD DIFFERENT VIEWS OR THOUGHTS HE MENTIONED THEM FREELY, AS HE SHOULD, AND WE HAD NO DIFFICULTY IN RESOLVING ANY DIFFERENCE ON HE QUESTIONS AT HAND.DE SANTILLANA

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